

THE WHITE HOUSE

WASHINGTON

October 9, 1969

MEMORANDUM TO THE HEADS OF EXECUTIVE  
DEPARTMENTS AND AGENCIES

The increasing complexities and responsibilities of Government critically challenge every Federal manager. If we are to achieve our national goals we must have the kind of personnel management in Government that fully taps the creative and productive capacity of our workforce. We must also be in a position to assure ourselves and the country that our personnel resources in Government are being utilized efficiently and economically.

To achieve these objectives will tax the full capacity of top management, every line manager, directors of personnel and personnel specialists. It is therefore essential to encourage the development of the highest order of expertise and competence among those to whom professional personnel management responsibilities are assigned. It is also essential that heads of Executive departments and agencies clearly establish the important role of the director of personnel, making maximum use of his expertise in formulating and implementing personnel management policies. Managers at all levels must consider the personnel management implications of management decisions and assure that the full impact of personnel management policies and practices are taken into account.

Each Executive department and agency shall also establish a system to review periodically the effectiveness of personnel management in his organization so that he can assure himself and me that his organization is striving continuously to achieve the best possible use of personnel resources.

The U. S. Civil Service Commission will exercise leadership for effective personnel management evaluation by:

1. Establishing standards for adequate evaluation systems,
2. Conducting research in and developing methods for evaluating personnel management,

3. Insuring that persons who engage in personnel management evaluation are properly qualified and receive the necessary training,
4. Assessing the adequacy of agency evaluation systems and requiring necessary improvement,
5. Maintaining its own capability to make independent evaluation of agency personnel management effectiveness sufficient to evaluate the adequacy of agency efforts and to supplement and complement such efforts, and
6. Collaborating and coordinating with the Bureau of the Budget in its overall responsibility for evaluating organization and management in the Executive Branch.

The head of every department and agency shall (1) fully implement the broad Government-wide personnel policies and programs established by law, Executive order, and the Civil Service Commission, (2) be responsible for developing personnel policies for his agency which apply these policies and programs to the needs of his own organization, (3) evaluate the application of these policies, assigning responsibility for the establishment and review of the effectiveness of the personnel management evaluation system at the level of the Under Secretary or principal deputy to insure objective assessment of the total management impact of personnel policies and practices, and (4) take follow-through action to correct problems identified.

The Chairman of the Civil Service Commission will report to me periodically on the implementation of this memorandum.

*Richard Nixon*

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